The Second Decade

2001-2011

The Institute for Multi-Track Diplomacy

The Mission of
The Institute for Multi-Track Diplomacy
Is to promote a systems approach to peace-building
and to facilitate the transformation of
deep-rooted social conflict.

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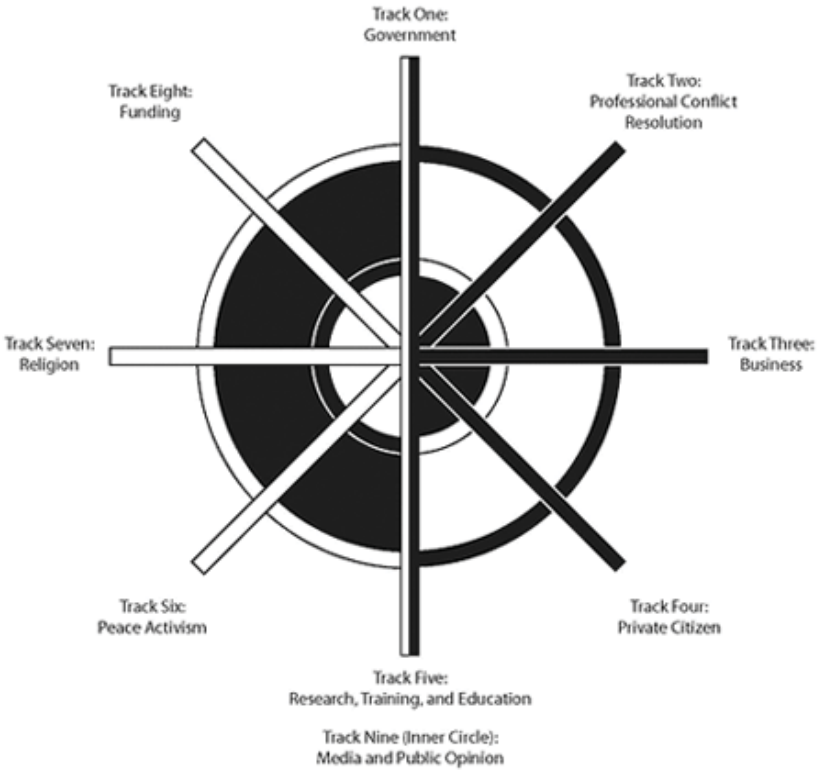

Multi-Track Diplomacy is an expansion of the "Track One, Track Two" paradigm that has defined the conflict resolution field during the last decade. Track One Diplomacy is official government diplomacy whereby communication and interaction is between governments. Track Two Diplomacy is the unofficial interaction and intervention of non-state actors: conflict resolution professionals, business, private citizens, and the media.

In 1991, Dr. Louise Diamond and Ambassador McDonald expanded the number of tracks to nine: conflict resolution professionals; business; private citizens; the media; religious and interfaith activities, activism, research, training, and education, and philanthropy. Tracks two through nine help prepare an environment that will welcome positive change carried out by governments. At the same time, they can make sure that government decisions are carried out and implemented properly. This cross-fertilization of the official and non-government sectors of the society allows change to happen

They reorganized the relationship between the various tracks and placed the tracks in an interconnected circle. No one track is more important than the other, and no one track is independent from the others. Each track has its own resources, values, and approaches, but since they are all linked, they can operate more powerfully when they are coordinated.

From the Chairman

They say good things often come in threes, and I am fortunate to be able to celebrate three very special anniversaries this year.

On February 11, 2011 the Woodrow Wilson Center hosted IMTD at a panel event titled "Multi-Track Diplomacy in the 21st Century."

Louise Diamond, who co-founded IMTD with me in 1992, joined us in Washington DC to celebrate IMTD's 20th Anniversary Year.

The event featured noted scholars of peace such as Andrea Bartoli and Mohammed Abu-Nimer, representatatives of the United Nations system, and former ambassador and Congressman Howard Wolpe.

The webcast of the event is online at: http://www.wilsoncenter.org/event/multi-track-diplomacy-the-21st-century

Working for peace is a tenuous process in the most certain of times. When I retired from the State Department twenty-five years ago this year, I knew that traditional methods of diplomacy ignored a vital group of people necessary to achieve lasting change: ordinary citizens.

When Louise and I started the Institute five years later, we knew we were challenging traditional diplomacy. We sensed we were starting an endeavor that was unprecedented, and embarking on a course where few had gone before. Now twenty years later, there are few meetings that I go to where a 'multi-track' approach is not invoked.

I consider it one of the great successes of IMTD that the model - now in its twentieth year, and undergoing yet another adaptation - is so widely regarded.

The third anniversary I spoke of is a personal one: I recently celebrated my 90th birthday. It is a rare gift to be able to celebrate two careers dedicated to peace, to see the opportunities and challenges from both within government and outside of it.

I remain, as always, proud of the work of the Institute, and prouder still of the many Program Officers – hundreds, from around the world – in whom we have helped foster and grow the next generation of peacemakers.

This year, I ask that you renew your commitment to multi-track diplomacy and peacebuilding and consider the ways that you might help the ongoing work of IMTD as we enjoy our 20th Anniversary Year. Your support remains vital to ensuring that IMTD continues to be a resource for positive change in the world for decades to come.

From The Director of Training

In celebrating the 20th anniversary of IMTD I think back over the years that I have been Director of Training and the theme of forgiveness and reconciliation are foremost in my mind. I think of the situations I have worked in such as in India, Pakistan, Nepal, Kashmir, and with the Tibetan people living in exile.

So many people are traumatized. Pain and violence have impacted so many lives which is a universal response to their collective trauma. People must heal from trauma and yet we also need to recognize that collective healing involves much more than healing individuals and relationships. It involves untangling the net which sees conflict as embedded in a social network of interdependent relationships. We have to untangle the net in order to reweave the human community to restore the connections and relationships, bringing back to life the very fabric and function of community.

John Paul Lederach speaks of something called ***moral imagination*** which is the kind of imagination that transforms human affairs of enmity without violence. What I have seen over the years as I have gotten to know many people from war torn areas is that communities facing long-term violence can become very resilient.

When given the right support, people can heal and in their healing I have seen people learn how to forgive. A shift in peoples thinking begins to take place by their willingness to walk in someone else's shoes and understand their suffering. This reframing supports the growth in understanding and compassion which helps us to heal our own pain and suffering.

I think my greatest learning over the past 20 years is this: We need new eyes - eyes that can peer into the hidden mysteries below the visible realities. This is what the work of forgiveness does. I have seen many brave souls who are the true peacemakers struggle with learning how to forgive and what I have also seen is very powerful.

As people struggle with their own difficulties in being able to forgive, they open ourselves up to a benevolent force which is far more powerful than they could ever be. This creative force which is sometimes experienced as grace, is that inexplicable power which comes from something beyond ourselves. This power gives us the ability to forgive even when we feel within our hearts, forgiveness is humanly impossible. When it happens, you can feel the power and presence of a higher intervention which transforms your relationships as you experience an outpouring of this inexplicable love. This is the power of forgiveness.

As Thomas Merton once wrote, "that to live, one must die, that the demons of possessions, attachments, and other ill-conceived goals and objects must disappear so that a re-birth may occur." So many of the people I have worked with are learning about this. They realize that their hatreds must die. And when this happens, this triggers a newfound peace, a true joy, a feeling of freedom permitting one to focus on what is truly important in life - love, compassion and forgiveness for all those in our lives.

About IMTD

Multi-track diplomacy takes a systems approach to understanding the nature of international peace building.

IMTD is uniquely focused on relationships among people, and across sectors.

IMTD uses a holistic and participatory approach in assessing all key variables in deep-rooted conflicts in both conflict and post-conflict settings. IMTD promotes the breaking down of stereotypes and other barriers, provides differing groups with the skills to transform how they view each other, and facilitates the development of mutual understanding, trust and reconciliation.

IMTD applies extensive field experience in all its programs.

Its needs-based approach and interventions include conciliation, facilitation, mediation, adjudication, and negotiations primarily through participatory training and interactive dialogue based on field-tested and tailored curriculum and methodology.

IMTD's effectiveness lies in its core values of mastering of understanding of facts and prevailing feelings inherent in a conflict, careful listening, building an environment of trust, persistence, and obtaining programming resources to address conflict transformation needs over the long term.

IMTD's intellectual capital, lessons learned, and best practices are disseminated and shared through an extensive publications program of occasional papers, frequent public presentations, a long-standing internship program, and through an extensive network of partners and friends spanning most continents.

IMTD has a large network of experts from a number of different disciplines, nationalities, and backgrounds willing to help.

IMTD is based in Arlington, VA, and has more than 1400 members.

IMTD focuses on conflict resolution training in conflict afflicted areas, and has conducted over fifty successful and innovative conflict resolution workshops throughout the world over the last nineteen years.

Its workshops have focused on providing concrete solutions to communities in conflict. These training workshops help participants build skills in negotiation, dialogue, active listening, and cross-cultural sensitivity.

We also concentrate on intra-governmental coordination, ethnic identity, and leadership trainings.

IMTD has designed and delivered extensive programs and workshops in the arts of conflict resolution, working with groups from around the world. Its workshops are designed to train participants to combine active listening with effective communication skills to arrive at resolutions that encompass the interests of all participants. Our training efforts result in personal and inter-group relationships build on trust, respect and, ultimately, creative cooperation. We help local nationals to create a peace system that makes sense for them, that is respectful of their particular circumstances.

We provide tools and skills that elicit, enhance, and harmonize with the indigenous cultural values, views, and methods of the people involved.

We bring people together across disciplines and conflict lines, in a safe and guided environment, to listen and learn from one another, to develop trust, and mobilize for action together for a common purpose. All of

our activities are opportunities for learning about the resolution and transformation of conflict, the peace building process and our role in it.

We articulate these lessons in a variety of ways - through books and articles, conference presentations, public speaking, films, training manuals, etc.--to make them available to others and to advance the field.

IMTD has provided many groups and communities over the last nineteen years with the necessary tools and skills to address ongoing, deep-rooted ethnic, religious, structural, and cultural violence while exploring possible applications of conflict resolution methods.

IMTD always works to build trust and relationships with people on the ground and therefore to enable the formation of a long-term commitment to resolve a specific conflict. IMTD has also cooperated with several U.S. and international institutions that work in a field of conflict resolution and management.

IMTD has facilitated many innovative and dynamic workshops, and conducting dialogues has become a facet in which IMTD has used its good offices to bring people together from diverse ethnic, religious, cultural, and economic backgrounds in the greater Washington DC area to examine differing social thought in a peaceful exchange of ideas.

IMTD has conducted a series of dialogues over the past ten years that have focused on, among others, the countries of Ethiopia, Eritrea, Israel/ Palestine, Libya, Cuba, Nigeria, and Somalia.

Since 1992, IMTD has initiated and facilitated various conflict resolution and conflict transformation projects in troubled regions in Europe, Asia, Africa and the Middle-East.

Most recently, IMTD has been working on issues in Jordan, Libya, India, Pakistan and Kashmir, and on issues of Water and Peace.

IMTD explores ways to address the connection between the fields of conflict resolution, relief, and development.

By doing so, IMTD seeks to train international development and relief institutions to integrate the theory and practice of conflict resolution and analysis into their operations. By introducing these organizations to frameworks for dealing with conflict situations, they gain a better understanding of how to design and implement projects in conflict systems.

IMTD has a demonstrated track record of managing projects within budget and time constraints while delivering highest quality results.

Using the latest in automated project management and tracking software, IMTD can demonstrate with confidence that projects and task orders will conform to bid parameters throughout the life of a project.

IMTD plans projects and task orders using a corporate planning cycle that utilizes the full expertise of resident managers, consultants, and program officers to ensure completeness and accuracy.

Avenues of Understanding

The Kartapur Peace Zone

On Thursday, September 22, 2011 IMTD organized an event in Punjab, India in order to mark the death anniversary of Guru Nanak Dev, the founder of Sikhism.

The event comprised raising awareness about Kartarpur Marg through presentations and a speech made by Mr. Pratap Singh Bajwa, Member of Parliament, Lok Sabha, as well as distribution of flyers about the project in local languages, and a Peace March to the India-Pakistan border. The event was attended by approximately 200 people, many of whom traveled from different cities and surrounding states.

For the past seven years, Sikh activists along the India/Pakistan border in the Punjab province have been advocating the creation of a corridor that would enable religious pilgrims from both countries to cross the border without a visa in order to visit their three holiest pilgrimage sites.

Last year, the IMTD team spent a few days in Amritsar, India. They visited the India/Pakistan border to see the barbed wire fence and watchtower that currently separate the two countries. Ambassador McDonald delivered an impromptu speech proposing a "peace zone" that would allow pilgrims from both countries to freely access the pilgrimage sites, and allow for peaceful interaction between Sikh communities in India and Pakistan.

The press conference received widespread media coverage, which resulted in a visit by Pranab Mukherjee, India's External Affairs Minister, a week later to assess the situation in Amritsar. During his tour, Mr. Mukherjee publicly committed to examining the feasibility of a Dera-Baba Nanak-Kartarpur (Pakistan) corridor, in the hope that it can become a reality.

Planning for the corridor continued in 2009 and 2010. Ambassador McDonald met with influential Sikh community leaders in the United States to secure funding for the initial phases of the project (a feasibility study) which continues to move forward.

The report is available online at: http://www.imtd.org/wp-content/uploads/2009/08/Peace-Corridor-Project-Report.pdf

IMTD's efforts have been greatly helped by the presence of three Associates in India and Pakistan; by the formation of an Executive Steering Committee, led by influential leaders in the Sikh community and by its long commitment to cross-border issues in South Asia.

Ambassador and Christel McDonald and speak to members of the Sikh community in Amritsar

National Defense University

Members of the Fall 2010 NDU class

For the past five years, IMTD's project with the National Defense University has been an encouraging and rewarding one.

Our Conflict Resolution Course at NDU is the first of its kind taught in the history of the United States military.

The NDU course is the latest in a long line of education initiatives sponsored by IMTD, including peer mediation in schools for young adults, and several university lecture series at American University's Peacebuilding Institutes and George Mason University's School of Conflict Analysis and Resolution.

IMTD's approach is innovative, and the style of the courses introduce concepts of peacebuilding and conflict resolution to military officers who are more often trained in the use of force by bringing experts directly into the classroom.

Participants in the program (more than 150 military officials and national federal employees) represent more than 35 countries, and are now part of an alumni network that regularly communicate and collaborate on incorporating peacebuilding and conflict resolution more fully into their operations.

IMTD's 2011 course series included a number of guest speakers, including Ambassador and former Congressman Howard Wolpe.

Peacebuilding in the Midst of War

"If I had only know these skills when I was on the ground , I would have done a lot of things differently."

The sentiment above was not from a diplomat, or civil society advocate, but rather from an increasingly familiar source: military officers tasked with helping rebuild nations from the ground up.

It highlights the difficulties and opportunities inherent in training soldiers in skills of peace during a time of war.

Members of the Spring 2010 NDU Class

Tibetan Government-In-Exile

In August 2011, IMTD continued its work with the Tibetan refugee community and government in exile, conducting the training in Bangalore, India. This was a landmark event in the Tibet program, as it was the first training session conducted in South India, marking a new initiative to expand the reach of IMTD's work to large Tibetan communities outside of Dharamasala. IMTD's Director of Training Dr. Eileen Borris and Program Manager Mr. Kevin LaFleur conducted a week-long training course for twenty Tibetan professionals. Participants included: teachers, official representatives of the Central Tibetan Administration, Tibetan Buddhist monks, and members of Tibetan civil society.

The training utilized activities such as group discussions, case studies, role plays, and simulations.

Participants discussed documentaries on case studies of nonviolent resistance and reconciliation movements as examples that can be adapted to the Tibetan Community context.

Classes included Mediation Collaboration, Problem Solving, and Dialogue highlighted trust-building skills while discussion sessions challenged participants to apply Forgiveness and Reconciliation skills in their community, personal, and professional lives.

This particular training workshop was especially successful in identifying new needs of the Tibetan communities and in inspiring changed perspectives and continued long-term commitment to multi-track strategies of conflict resolution.

Participants encouraged IMTD to expand the Tibet program and are eager for IMTD to return to South India for more training sessions in the future.

CONFLICT RESOLUTION TRAINING
FANTASY RESORT, BANGALORE, INDIA
AUGUST 15 – AUGUST 19, 2011
(ORGANISED BY THE INSTITUTE FOR MULTI - TRACK DIPLOMACY, U.S.A. IN
COLLABORATION WITH OFFICE OF THE SOUTH ZONE CO-ORDINATOR (CTA))

Water and Peace

Ambassador McDonald speaks at the Global Economic Symposium

The Global Economic Symposium 2011 held its third annual conference on October 5 and 6, 2011 in Kiel, Germany.

John W. McDonald, Ambassador (ret.) and Chairman of our Institute for Multi-Track Diplomacy, was invited to speak on a panel focusing on "Water Scarcity and Virtual Water Trade".

Ambassador McDonald introduced IMTD's "Three Rivers Project" which addresses the need for the creation of an International Water Commission, made up of members from each of the states along the Tigris, Euphrates and Jordan Rivers, to facilitate peaceful collaboration in the use of surface and ground waters.

This project was included in the GES Ideas Fair 2011 of ten projects with potential significance and feasibility. In addition, Ambassador McDonald also urged faster progress to bring safe drinking water and sanitation to the people in the developing world, and especially to establish sanitary facilities in the schools which do not have them, to enable girls after entering the stage of puberty to continue their education instead of being retained at home for their own safety.

Ambassador McDonald has a long history of involvement with worldwide water issues. He was integral in launching the first United Nations Decade of Drinking Water and Sanitation (1981-1990) while at the State Department. The goal of the Decade was for all people in the world to have access to safe drinking water and sanitation.

The Decade was very successful as it provided 1.1 billion people with access to safe water and 769 million people with access to improved sanitation.

In 2002, Ambassador McDonald proposed the launching of a Second UN Water Decade. The Ambassador of Tajikistan agreed to the role of government sponsor for the IMTD initiative and the Second UN Water Decade, "Water for Life" (2005-2015), began on World Water Day, March 22, 2005.

Ambassador McDonald has long realized the importance of providing clean water and sanitation to the world's poor, water issues have only recently begun to be seen as a vital and necessary prerequisite to sustainable development.

Not only is water needed for basic survival, but its links to health (e.g. HIV and diarrhea), security (e.g. conflicts over water), and economic growth prove that water is an essential component of development.

On September 15, 2009 the water agreement developed by the dialogue was

published as part of the Geneva Initiative and presented to the Presidents of both Israel and Palestine.

IMTD made sure the United States was included by sending a copy to Special Envoy Senator George Mitchell and to President Obama's Chief of Staff, Rahm Emmanuel, who distributed it to the National Security Council for review. They met with Ambassador McDonald and Karen Dickman, Project Manager, to discuss the process of the talks and agreement, and expressed an interest in further meetings in the future regarding the use of the agreement as a tool for building larger peace agreements.

IMTD is also part of the Millennium Water Alliance formed by water related NGOs to work cooperatively on projects and funding.

IMTD anticipates several future projects involving water issues: creation of the Billion Person Pledge, which aims to raise awareness and commitment to sustainable environmental policies including the Kyoto Protocol; the Three Rivers project, which seeks to draw together countries in the Tigris, Euphrates, and Jordan River basins to discuss water management issues; and the ongoing series of panel discussions, colloquia, and conferences centered on water and conflict issues.

A Message from the Executive Director
Karen Dickman

Last year I began my remarks for this page with the Fisherman's Prayer. This year my boat is still small and the sea is still big, but I'm so busy with riggings and sails I am too busy to notice.

2011 was a good year for strengthening the work we have done on several major programs. The India/Pakistan Program had a breakthrough on getting joint approval for a pilgrimage bus route between Muzzafrabad and Srinigar, allowing Pakistani Muslims to visit an important mosque in India. A number of new opportunities for cross border collaboration have also popped up. We had to say goodbye to a fabulous Program Manager, Aneesha Kumar, but we found a great new one in Vikas Vohra.

Our work with the Tibetan diaspora spread to the southern settlements near Bangalore. They have gifted us with a greater sense of purpose and urgency in their pursuit of self determination.

The Climate Change Program under Amanda Brown has launched their iamoneinabillion.org web site. Check out their brilliant logo designed by a student at the Art Institute of Washington in a competition Amanda arranged for that purpose. That web site not only takes on human driven climate change, but it will also explore the use of social media for world-wide dialogues on peace.

We began preparations for Professional Development trainings. Watch for IMTD classes to start in 2012.

I must say, as I watch the staff here work, as I listen to their ideas and witness their perseverance against mighty obstacles to change, I am amazed and delighted. They take on the responsibility to shape the future of nations. It is not always without some fear or anxiety, but they put their shoulders to it every day. They do it without resources, without armies or corporations, with only minimal money at all. They do it at a significant degree of personal sacrifice. It's like watching a butterfly move a boulder. Using their creativity and faith they build chains of personal connections, they inspire impossible visions, and they make those visions come true. They do shift the course of nations. It is no childish use of the word to say they are awesome.

The Work of Two Decades

IMTD's Ongoing Initiatives

IMTD maintains its commitment to fostering peaceful change worldwide through ongoing peacebuilding and education efforts and partnerships in Bolivia, Cuba, the Great Lakes Region of Africa, Israel, Liberia, Palestine, Sierra Leone, and Tibet.

Below is a brief overview of the projects IMTD has undertaken in the past decade. IMTD remains committed to developing connections, generating new opportunities for peace, and advocating for nonviolent, structural change worldwide.

IMTD has a number of ongoing projects or projects in development. These projects often come at the behest of governments, or parties to a conflict.

Projects

1. *DAI Partnership:* Since 2005, IMTD has been in a partnership with Development Alternatives, Inc. (DAI) as a conflict analysis and resolution subcontractor for a 500 million USD initiative by the United States Agency for International Development's Conflict Management and Mitigation section to expand conflict resolution practices in the development sector.

2. *Government of Tibet-in-Exile Training*: The Chairman of the Cabinet of the TGIE has requested that IMTD develop a 12-15 month training program for young diplomats, which we have expanded into a series of trainings.

3. *Zone of Peace Project in Georgia*: IMTD is investigating the potential for establishing a Zone of Peace in the break-away province of Abkhazia.

4. *Trauma and Healing Centers*: For the past several years, IMTD has sought funds to establish Trauma Healing and Reconciliation Centers in Nepal, Burundi, Sierra Leone, and Zimbabwe.

5. *Fifth Azad Kashmir Parliamentary Training*: This training has been delayed by the 2005 earthquake, and by instability in the country, but we hope to pursue this at a later date.

6. *Peace Plan for Kashmir*: IMTD has proposed a 1500 person conference for Kashmiris from both sides of the Line of Control, to be held in Islamabad, Pakistan to develop a common position on their future.

7. *Cuba*: IMTD, in conjunction with Bill Lincoln, has developed a proposal for a community-based, social change project with 5 cities still involved in the US Sister Cities Program.

8. *US Peace Corps Mediation Training*: IMTD has proposed volunteers and permanent country staff in conflict resolution, mediation, and peer mediation for schools.

9. *New College of Florida*: IMTD has developed connections with the New College, which has led to IMTD hosting several interns and a peer mediation program for one of the local Florida high schools.

10. *Parliamentary Training Somalia*: Our Somali Dialogue has developed into a project to train parliamentary leaders from Somalia in Nairobi, Kenya.

11. *Women of the Don Project in Russia*: IMTD consultant Noa Davenport traveled to Rostov to do conflict resolution and peer mediation training with over 100 teachers from Chechnya and Rostov at a conference organized by Women of the Don.

12. *Empowering Tibetans in Exile:* Ambassador John McDonald, Eileen Borris, and Program Officer Elizabeth Murray traveled to Dharamsala, India to conduct training in nonviolent conflict resolution and diplomacy.

IMTD Board of Directors

John W. McDonald
Chairman and CEO

Ambassador John W. McDonald, a lawyer, author, lecturer, professor, negotiator, and peacebuilder, was a U.S. career diplomat for forty years. He spent sixteen of those years on United Nations affairs and twenty years in Europe and the Middle East.

Ambassador Claudia Fritsche

Ambassador Fritsche is the first resident Ambassador of Liechtenstein in Washington. She also served as the Permanent Representative of the Principality of Liechtenstein to the United Nations in New York from 1990 to 2002.

Brian Polkinghorn, Ph.D.

Dr Polkinghorn is executive director of Salisbury University's Center for Conflict Resolution

Mr. Nat Colletta

Mr. Colletta spent 25 years with the World Bank and was the founding Director of the post-conflict unit at the World Bank Group. He is a private consultant working internationally in the field of Conflict Resolution.

John Paul Fuller

Mr. Fuller is an EEO and Diversity Officer with Johns Hopkins Hospital in Baltimore, MD, holds graduate degrees in education, and is a retired US Army officer.

Mr. Richard Ruffin

Mr. Ruffin is the Executive Vice President of Initiatives of Change-International in Washington DC.

Mr. Tom Colosi

Mr. Colosi is a professional Dispute Resolution Trainer, Facilitator, and Mediator. He is currently the Principal of The Colosi Group.

Rukudzo Joseph Murapa
Dr. Murapa recently served as the Vice Chancellor of Africa University in Zimbabwe. Professor Murapa has undertaken a number of short-term consulting assignments with UNESCO, UNICEF, UNDP, the World Bank, the Commonwealth Secretariat, USAID and GTZ.

Susan Shearhouse

Mrs. Shearhouse provides facilitation, mediation and training in conflict resolution processes through her own firm, Frameworks for Agreement.

Mr. Tom Donahue

Mr. Donahue currently serves as a Senior Fellow of the Work in America Institute. He has served the trade union movement in a variety of positions throughout his career.

Mr. John Oldfield

John Oldfield is currently Managing Director of the WASH Advocacy Initiative. His previous experience with safe drinking water, sanitation, and hygiene comes from founding two implementing nonprofits in the sector

International Advisory Council

Dr. Landrum Bolling is former President of Earlman College. He is a renowned Middle East expert and is currently advisor to Mercy Corps and the Conflict Management Group.

Dr. Parris Chang is a member of Taiwan's Legislative Yuan. He is the DPP's co-chairman of the Foreign Relations Committee and a former Professor of Political Science at Pennsylvania State University.

Dr. Louise Diamond is a co-founder of IMTD, has over twenty years experience as a psychotherapist, human relations trainer, author, OD consultant, and health educator. She now runs the Peace Company.

Dr. Jean Freymond has been Director of the Centre for Applied Studies in International Negotiations in Geneva, Switzerland since 1980. He is an author, lecturer, professor, and practitioner.

Mr. G. David Hurd
Mr. Hurd is Chairman Emeritus and former Chief Executive Officer for the Principal Financial Group, a Des Moines-based financial services organization.

Ambassador Princeton Lyman is the Executive Director of the Global Interdependence Initiative at the Aspen Institute in Washington, DC and led a distinguished US diplomatic career before that.

Mr. Joseph Montville is a former US diplomat, coined the phrase "Track- Two Diplomacy." In 1982, he served as the Director of the Preventive Diplomacy Program, Center for Strategic and International Studies in Washington, DC for nine years.

Major General William Nash
General Nash's last assignment before retirement was head of IFOR in Bosnia. He is currently Director, Center for Preventive Action at the Council on Foreign Relations.

General Inar Rikhye
a retired Major General in the Indian Army has spent the past thirty-five years working in multilateral peacekeeping as a diplomat, soldier, and educator.

Ambassador Tadesse Terrefe is the former Minister of Education for Ethiopia. He is now based in Geneva, Switzerland as a private consultant.

Dr. Paul van Tongeren is Executive Director of the European Centre for Conflict Prevention. He was the initiator of the Searching for Peace programme that aims at recording, describing and analysing prevention and management efforts in the main violent conflicts in the world.

Ven. Dhyani Ywahoo is founder and director of Sunray Meditation Society. She has traveled around the world speaking on Cherokee philosophy and Native American sovereignty issues.

Associates

Many of IMTD's projects were enriched by the talents and skills of a wide range of Associates. These individuals bring their expertise and experience to IMTD's initiatives and their contributions are invaluable. We thank them, and look forward to working with them in the future.

Mohammed Abu-Nimer, Ph.D. has been conducting negotiation and conflict resolution training workshops for diplomats, community leaders, journalists, academics, and other professionals internationally since 1980. He is currently an Assistant Professor in the International Peace and Conflict Resolution department of the School of International Service at American University in Washington,
DC. He has been an integral part of IMTD's work with Care Sri Lanka.

Poonam Barua, MA is an expert in confidence building measures in South Asia and has excellent connections with the business community in the region. She is the director of Public Affairs Management in New Delhi, India. Poonam is working with IMTD on our Business and Conflict Resolution project in South Asia and our Kashmir projects.

Polly Davis is Associate Director of the Conflict Resolution,Research and Resource Institute, where she is responsible for developing alleged human rights violation dispute resolution projects in Central America and Poland. She is a certified mediator, and has conducted trainings in negotiation and mediation in Russia, Poland, Guatemala, Costa Rica and Sudan. She traveled and worked with IMTD in Sudan in December 2004.

Prof. Mahmud Elshtewi is the Dean of Medical Science School at Alacademia for Graduate Studies in Tripoli. a professor of Opthalmology at Al-Fateh Medical School and Director of Opthalmology at Tripoli Medical Center. The Libyan Olympic Committee recently opened the Office of U.S. Libyan Relations and appointed Prof. Elshtewi as its first Chairman.

Alexander Gritsinin is a governance and management advisor to the Global Environmental Governance Project Currently, Alexander provides analytical and operational support to enhance IMTD’s management systems and strengthen the sustainability of the Institute’s projects internationally.

Michaela Hertkorn, Ph.D. was IMTD's European Representative from 1997-2000, prior to which she was an intern with the Institute. Michaela received her Ph.D. from the Free University of Berlin and is currently on the faculty of NYU in New York City, and on the faculty of Seton Hall University, in New Jersey.

Leo Kramer is an American businessman who has been helping with efforts to create a trauma center and hospital in Ramallah.

Dia Madfai is a prominent Libyan-American businessman based in Mesa, AZ. Mr. Madfai has been working closely with IMTD and its Libyan portfolio since 2006, making several trips to Tripoli to further the Institute’s peacemaking initiatives.

Vladislav Michalcik received a law degree in Law and Legal Science from the Faculty of Law at Masaryk University, Czech Republic in 2002, and LL.M. degree in International Legal Studies from the Washington College of Law in 2008. He has worked for Human Rights Watch, focusing on countries in Africa and South East Asia. Until 2007, Mr. Michalcik worked as a Legal/Kosovo Project Associate at the European Center for Minority Issues where he was involved in the implementation of capacity building and advisory projects in Kosovo. Recently, Mr. Michalcik has been working as a Law Clerk at the Environmental Law Institute located in Washington D.C.

Richard Moon, MA joined IMTD at the first Lake Trails camp in 1999 where he showed the young participants how to use Aikido as a conflict resolution tool. Richard lives in San Rafael, California and coaches business leaders and corporations as a partner in the Performance Edge, an Aikido-based consulting firm.

James Notter, MA has continued his long association with IMTD, more recently serving as a trainer on the Cyprus University Student training program in Boston. Jamie holds a Master's of Science in Conflict Resolution from Conflict Resolution at George Mason University's Institute for Conflict Analysis and Resolution

Jonathan W. Reitman Esq., JD has been affiliated with IMTD since 1999. He is a lawyer and is a partner with Gosline, Reitman & Ainsworth, which is based in Brunswick, Maine and offers dispute resolution services to a wide variety of clientele. Jonathan also teaches at the local law school and is one of the three key consultants who work on IMTD's Youth Leadership Adventure Program in Bosnia

Dr. Lewis Rasmussen, Ph.D. has been a friend of IMTD from the time he co-founded USIP's education and training programs in the early 90s. He has provided training to thousands of people around the world; has authored articles, chapters, and books on conflict resolution and transformation; and has managed a variety of international peace and justice programs. He is currently Senior Associate for Conflict Mitigation and Transformation at ARD Inc., and is collaborating on various projects.

Stanford Siver, MBA, PhD
IMTD's former Executive Director is currently the Director of the Global Process Institute, an organization promoting process oriented awareness based interventions in conflict and dialogue. See www.worldwork.org.

Dhirendra Singh joined the Indian Administrative Service in 1968 and served in various capacities in the Government of the State of Karnataka and the Government of India. He was the Union Home Secretary during 2004-2005 from which position he retired from the civil service in March 2005.

Trividesh Maini Singh is IMTD's Associate in South Asia with direct responsibility for IMTD efforts in the Punjab Region.

Jamie Spector, MSW worked in Bosnia and Herzegovina for four years with several international and local NGOs. She brings a systems perspective to her work in project development, group facilitation and therapy, training, and community development. Jamie has worked with IMTD in Bosnia and on the Staying Sane in a War Zone course.

Andrea Strimling, Ph.D. is a Commissioner with the Federal Mediation and Conciliation Service. She has done training and facilitation internationally and nationally, and has worked with IMTD on Kashmir. She is currently a Ph.D. candidate at the Fletcher School of Law and Diplomacy, at Tufts University.

Peter Swanson, MA has served as a mediator and facilitator in a wide variety of negotiated rulemaking, public policy, enforcement, grant administration, EEO, employment, and labor related disputes.
He was a commissioner with the Federal Mediation and Conciliation Service and a consultant in conflict resolution for the Tibetan Government in Exile.

Melin Vranseic, MD is a psychiatrist in the Department of Psychiatry at the Day Hospital in Sarajevo. He has previously worked with the International Rescue Committee, the International Children's Institute, and the International Federation of Red Cross. Melin has a strong background in organizational development and capacity building, and has extensive experience in multiethnic, cross-cultural collaboration .

Carol Yamasaki, MA is an expert in the martial art of Aikido, lives in San Rafael, California, and is the lead consultant since 1999 for the Youth Leadership Adventure Program. She has spent a great deal of time traveling within Bosnia and Herzegovina coaching the YLA participants in project design and implementation.

Azmat Zaidi is a licensed architect from Pakistan. He is a longtime member of the Pakistan Council of Architects and Town Planners (PCATP). From 2005 to 2006, Mr. Zaidi was the Chairman of Institute of Architects, Pakistan, Rawalpindi/ Islamabad Chapter. He is now a vital link for our ongoing Kartarpur Corridor project at the Institute.

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Program Officers

Our interns are the life blood of IMTD. We couldn't operate without their brains, heart, talent, and passion. Over the past 20 years, more than 200 Program Officers have worked at IMTD. They have gone on to earn Ph.D.'s, heal conflicts, shepherd nonviolent initiatives, train countless others, and help make the world a better place.

In recognition of this contribution, the 2011 cohort is included in the Staff section.

They join the ranks of the two decades of energetic, committed people working to make a difference we offer recognition in our honor roll below.

Pictured above:
Program Officers and staff, Winter 2010

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IMTD Staff, Winter 2011
With Mrs. Christel McDonald (left)

IMTD Cash Flow Snapshot 2002-2010

	Income	Expenses - Program	Expenses - Administrative	Expenses - Fundraising
2002	***$452,436***	***78%***	***21%***	***1%***
2003	***$331,992***	***77%***	***22%***	***1%***
2004	***$356,047***	***62%***	***37%***	***1%***
2005	***$281, 721***	***57%***	***42%***	***1%***
2006	*****	*****	*****	*****
2007	***$460,419***	***67%***	***24%***	***9%***
2008	***$507,799***	***86%***	***10%***	***4%***
2009	***$532,540***	***91%***	***5%***	***4%***
2010	***$595,759***	***92%***	***5%***	***3%***

****Data not available for this year***

Cash Flow 2002-2010 Overview

The chart above illustrates several key historical trends at IMTD.

First, the decrease in revenues, and the increase in administrative costs in the years 2002 – 2005 occurred as the financial landscape and funding opportunities changed in the post-9/11 security environment, more specifically as the wars initiated in Iraq and Afghanistan began.

As a result of this shift, foundation support for 'soft power' programming diminished during those years, but as the wars progressed, saw renewed interest by the second half of the decade.

Second, IMTD began a concerted, successful five-year campaign to increase its fundraising while reducing administrative costs while increasing its overall income and in-kind support.

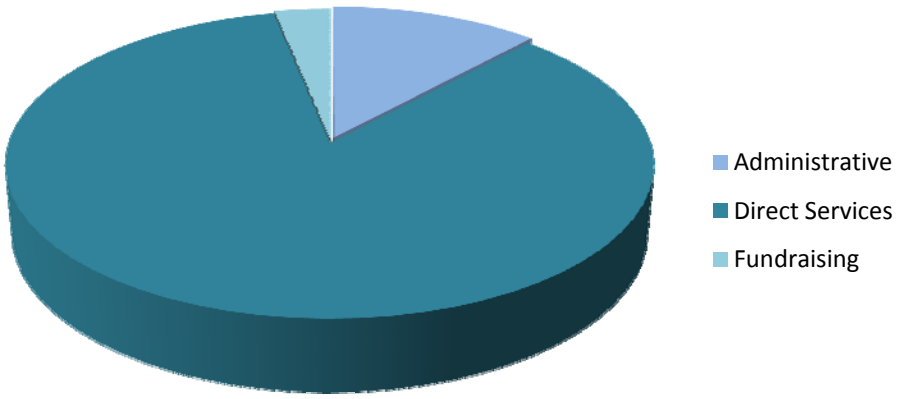
As a result, it has been extremely successful in increasing the amount of funds and resources directed towards direct service support, surpassing its goal of achieving a 90 percent threshold of funds for direct services.

IMTD Cash Flow 2011

Revenue
Total Revenue and Other Support for 2011 was reported as **$610,662**
During the year ending December 31, 2011 in-kind donations were valued at **$320,000**.

Expenses by Type
For the year ending December 31, 2011 program expenses, general and administrative expenses, and fundraising were **$518,867 (85 percent)**, **$73,098 (12 percent)**, and **$19,446 (3 percent)** respectively.

Total Expenses reported for 2010 were **$611, 411**.



Cash Flows, Institutional Benchmarks, and Funding Priority
IMTD achieved budgetary benchmarks of **15 percent** for all activity categories outside of direct program services (*see Expenses).* This reflects an institutional commitment to ensure that priority funding is given to direct program services.

Revenues and Expenses result in a **net decrease in assets of $749,** or **0.2 percent,** reflecting an institutional preference to achieve a relative balance between annual revenues and expenses.

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In giving, IMTD's donors and patrons not only sustain our programs. More importantly, they make a tangible contribution on a very personal level towards ending conflicts, addressing gross inequities.

We regret that we cannot list all our supporters over the years in the limited space provided, but know that your contributions are deeply appreciated and put to the best possible use - creating the conditions for sustainable peace.

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The Institute for Multi-Track Diplomacy is committed to the concrete practice of conflict resolution. The Institute recognizes that practice must be informed by well-designed theory.

Through its books and occasional papers, over the past decade IMTD has made an important contribution to multi-track diplomacy's written record.

IMTD's early publications explored guidelines for newcomers to Track II diplomacy and the personal role of peacemakers working in active war zones. Its publications offerings have grown to include two books (a third is on the way), nineteen occasional papers, and two manuals for participants in multi-track diplomatic activities.

IMTD's trademark publication is *Multi-Track Diplomacy: A Systems Approach to Peace*. Written by IMTD co-founders Louise Diamond and John McDonald, the book, first published in 1992 and now in its third edition, explores the diverse facets of effective international peacebuilding.

Multi-Track Diplomacy has remained in wide demand: Every year it is ordered for use in classrooms, seminars, and public events across the country and around the world, and it is now being translated into Chinese and Japanese.

Peace Trails in Bosnia, a book about one American businessman's extraordinary effortsto help bring peace to the Balkans by funding conflict resolution training and leadership programs for young Bosnians from across all ethnic and religious lines, will be released next year.

Books

Conflict Resolution: Track Two Diplomacy
Edited by Ambassador John W. McDonald and Diane Bendahmane, Revised edition, Published by the Institute for Multi-Track Diplomacy, © 1995

Multi-Track Diplomacy: A Systems Approach to Peace
By Louise Diamond, Ph.D. and Ambassador John W. McDonald, Third Edition, Published by Kumarian Press, West Hartford, CT, © 1996

The Courage for Peace: Daring to Create Harmony in Ourselves and the World
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Foreword by Neale Donald Walsch, Published by Conari Press, © 2000

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